

1 (2) All members shall be appointed (~~at-large~~) by the governor and
2 approved by the senate. Following the term of the chair serving on
3 June 13, 2002, the board shall select from its membership a chair and
4 a vice-chair who shall each serve a one-year term. The chair and vice-
5 chair may serve more than one term if selected to do so by the
6 membership.

7 **Sec. 102.** RCW 28B.76.050 and 2004 c 275 s 3 are each amended to
8 read as follows:

9 The members of the board(~~, except the chair serving on June 13,~~
10 ~~2002, and the student member,~~) appointed as representatives of the
11 public shall serve for terms of four years, the terms expiring on June
12 30th of the fourth year of the term (~~except that in the case of~~
13 ~~initial members, two shall be appointed to two year terms, three shall~~
14 ~~be appointed to three year terms, and three shall be appointed to four-~~
15 ~~year terms)). The student member shall hold his or her office for a~~
16 term of one year (~~from~~) beginning on the first day of July. (~~The~~
17 ~~chair serving on June 13, 2002, shall serve at the pleasure of the~~
18 ~~governor.)) The executive director of the state board for community
19 and technical colleges, the executive director of the workforce
20 training and education coordinating board, the executive director of
21 the council of presidents, and the president of the independent
22 colleges of Washington shall not have term limits.~~

23 **Sec. 103.** RCW 28B.76.090 and 2004 c 275 s 4 are each amended to
24 read as follows:

25 (~~The board shall employ a director and may delegate agency~~
26 ~~management to the director.)) Effective July 1, 2007, an executive
27 director shall be appointed by the governor from a list of three names
28 submitted by the board to the governor. If requested by the governor,
29 the board shall submit additional names for the governor's
30 consideration until an appointment is made. The executive director
31 shall serve at the pleasure of the board and the governor, shall be the
32 executive officer of the board, and shall, under the board's
33 supervision, administer the provisions of this chapter. The executive
34 director shall, with the approval of the board: (1) Employ necessary
35 deputy and assistant directors and other exempt staff under chapter
36 41.06 RCW who shall serve at his or her pleasure on such terms and~~

1 conditions as he or she determines and (2) subject to the provisions of
2 chapter 41.06 RCW, appoint and employ such other employees as may be
3 required for the proper discharge of the functions of the board. The
4 executive director shall exercise such additional powers, other than
5 rule making, as may be delegated by the board by resolution. In
6 fulfilling the duties under this chapter, the board shall make
7 extensive use of those state agencies with responsibility for
8 implementing and supporting postsecondary education plans and policies
9 including but not limited to appropriate legislative groups, the
10 postsecondary education institutions, the office of financial
11 management, the workforce training and education coordinating board,
12 and the state board for community and technical colleges. Outside
13 consulting and service agencies may also be employed. The board may
14 compensate these groups and consultants in appropriate ways.

15 **Sec. 104.** RCW 28B.76.100 and 2004 c 275 s 2 are each amended to
16 read as follows:

17 (1) The board shall establish an advisory council consisting of:
18 The superintendent of public instruction; a representative of the state
19 board of education appointed by the state board of education; a
20 representative of the two-year system of the state board for community
21 and technical colleges appointed by the state board for community and
22 technical colleges; a representative of the workforce training and
23 education coordinating board appointed by the workforce training and
24 education coordinating board; one representative of the research
25 universities appointed by the president of the University of Washington
26 and the president of Washington State University; a representative of
27 the regional universities and The Evergreen State College appointed
28 through a process developed by the council of presidents; a
29 representative of the faculty for the four-year institutions appointed
30 by the council of faculty representatives; a representative of the
31 proprietary schools appointed by the federation of private career
32 schools and colleges; a representative of the independent colleges
33 appointed by the independent colleges of Washington; ~~((and))~~ a faculty
34 member in the community and technical college system appointed by the
35 state board for community and technical colleges in consultation with
36 the faculty unions; and two representatives of the public appointed by
37 the governor.

1 (2) The members of the advisory council shall each serve a two-year
2 term except for the superintendent of public instruction, whose term is
3 concurrent with his or her term of office.

4 (3) The board shall meet with the advisory council at least
5 quarterly and shall seek advice from the council regarding the board's
6 discharge of its statutory responsibilities.

7 **PART 2**
8 **POLICY AND PLANNING**

9 **Sec. 201.** RCW 28B.76.200 and 2004 c 275 s 6 are each amended to
10 read as follows:

11 (1) The board shall develop a statewide strategic master plan for
12 higher education that proposes a vision and identifies measurable goals
13 and priorities for the system of higher education in Washington state
14 for a ten-year time period. The plan shall encompass all sectors of
15 higher education, including the two-year system, workforce training,
16 the four-year institutions, and financial aid. The board shall also
17 specify strategies for (~~maintaining~~ and) expanding access,
18 affordability, quality, efficiency, and accountability among the
19 various institutions of higher education.

20 (2) In developing the statewide strategic master plan for higher
21 education, the board shall collaborate with the four-year institutions
22 of higher education including the council of presidents, the community
23 and technical college system, and, when appropriate, the workforce
24 training and education coordinating board, the superintendent of public
25 instruction, (~~and~~) the independent higher education institutions, the
26 business sector, and labor. The board shall identify and utilize
27 models of regional planning and decision making before initiating a
28 statewide planning process. The board shall also seek input from
29 students, faculty organizations, community and business leaders in the
30 state, members of the legislature, and the governor.

31 (3) As a foundation for the statewide strategic master plan for
32 higher education, the board shall review role and mission statements
33 for each of the four-year institutions of higher education and the
34 community and technical college system. The purpose of the review is
35 to ensure institutional roles and missions are aligned with the overall
36 state vision and priorities for higher education.

1 (4) In assessing needs of the state's higher education system, the
2 board (~~(may)~~) should consider and analyze the following information:

3 (a) Demographic, social, economic, and technological trends and
4 their impact on service delivery;

5 (b) The changing ethnic composition of the population and the
6 special needs arising from those trends;

7 (c) Business and industrial needs for a skilled workforce;

8 (d) College attendance, retention, transfer, graduation, and
9 dropout rates;

10 (e) Needs and demands for basic and continuing education and
11 opportunities for lifelong learning by individuals of all age groups;
12 and

13 (f) Needs and demands for access to higher education by placebound
14 students and individuals in heavily populated areas underserved by
15 public institutions.

16 (5) The statewide strategic master plan for higher education shall
17 include, but not be limited to, the following:

18 (a) Recommendations based on enrollment forecasts and analysis of
19 data about demand for higher education, and policies and actions to
20 meet (~~(those needs)~~) the goal to expand access;

21 (b) State or regional priorities for new or expanded degree
22 programs or off-campus programs, including what models of service
23 delivery may be most cost-effective;

24 (c) Recommended policies or actions to improve the efficiency of
25 student transfer and graduation or completion;

26 (d) State or regional priorities for addressing needs in high-
27 demand fields where enrollment access is limited and employers are
28 experiencing difficulty finding enough qualified graduates to fill job
29 openings;

30 (e) Recommended tuition and fees policies and levels; and

31 (f) Priorities and recommendations including increased transparency
32 on financial aid.

33 (6) The board shall present the vision, goals, priorities, and
34 strategies in the statewide strategic master plan for higher education
35 in a way that provides guidance for institutions, the governor, and the
36 legislature to make further decisions regarding institution-level
37 plans, policies, legislation, and operating and capital funding for
38 higher education. In the statewide strategic master plan for higher

1 education, the board shall recommend specific actions to be taken and
2 identify measurable performance indicators and benchmarks for gauging
3 progress toward achieving the goals and priorities.

4 (7) Every (~~four~~) ten years by December 15th, beginning December
5 15, (~~2003~~) 2007, the board shall submit an interim statewide
6 strategic master plan for higher education to the governor and the
7 legislature. The interim plan shall reflect the expectations and
8 policy directions of the legislative higher education and fiscal
9 committees, and shall provide a timely and relevant framework for the
10 development of future budgets and policy proposals. The legislature
11 shall, by concurrent resolution, approve or recommend changes to the
12 interim plan, following public hearings. The board shall submit the
13 final plan, incorporating legislative changes, to the governor and the
14 legislature by June of the year in which the legislature approves the
15 concurrent resolution. The plan shall then become state higher
16 education policy unless legislation is enacted to alter the policies
17 set forth in the plan. The board shall report annually to the governor
18 and the legislature on the progress being made by the institutions of
19 higher education and the state to implement the strategic master plan.

20 (8) Each four-year institution shall develop an institution-level
21 ten-year strategic plan that implements the vision, goals, priorities,
22 and strategies within the statewide strategic master plan for higher
23 education based on the institution's role and mission. Institutional
24 strategic plans shall also contain measurable performance indicators
25 and benchmarks for gauging progress toward achieving the goals and
26 priorities with attention given to the goals and strategies of
27 increased access. The board shall review the institution-level plans
28 to ensure the plans are aligned with and implement the statewide
29 strategic master plan for higher education and shall periodically
30 monitor institutions' progress toward achieving the goals and
31 priorities within their plans.

32 (9) The board shall also review the comprehensive master plan
33 prepared by the state board for community and technical colleges for
34 the community and technical college system under RCW 28B.50.090 to
35 ensure the plan is aligned with and implements the statewide strategic
36 master plan for higher education.

1 **Sec. 202.** RCW 28B.76.210 and 2004 c 275 s 7 are each amended to
2 read as follows:

3 (1) The board shall collaborate with the four-year institutions
4 including the council of presidents, the community and technical
5 college system, and when appropriate the workforce training and
6 education coordinating board, the superintendent of public instruction,
7 and the independent higher educational institutions to identify budget
8 priorities and levels of funding for higher education, including the
9 two and four-year institutions of higher education and state financial
10 aid programs. It is the intent of the legislature that recommendations
11 from the board reflect not merely the sum of budget requests from
12 multiple institutions, but prioritized funding needs for the overall
13 system of higher education.

14 (2) By December of each odd-numbered year, the board shall
15 distribute guidelines which outline the board's fiscal priorities to
16 the institutions and the state board for community and technical
17 colleges. The institutions and the state board for community and
18 technical colleges shall submit an outline of their proposed budgets,
19 identifying major components, to the board no later than August 1st of
20 each even-numbered year.

21 (3) The board shall review and evaluate the operating and capital
22 budget requests from four-year institutions and the community and
23 technical college system based on how the requests align with the
24 board's budget priorities, the missions of the institutions, and the
25 statewide strategic master plan for higher education under RCW
26 28B.76.200.

27 (4) The board shall submit recommendations on the proposed budgets
28 and on the board's budget priorities to the office of financial
29 management before (~~November~~) October 1st of each even-numbered year,
30 and to the legislature by January 1st of each odd-numbered year.

31 (5) Institutions and the state board for community and technical
32 colleges shall submit any supplemental budget requests and revisions to
33 the board at the same time they are submitted to the office of
34 financial management. The board shall submit recommendations on the
35 proposed supplemental budget requests to the office of financial
36 management by November 1st and to the legislature by January 1st.

